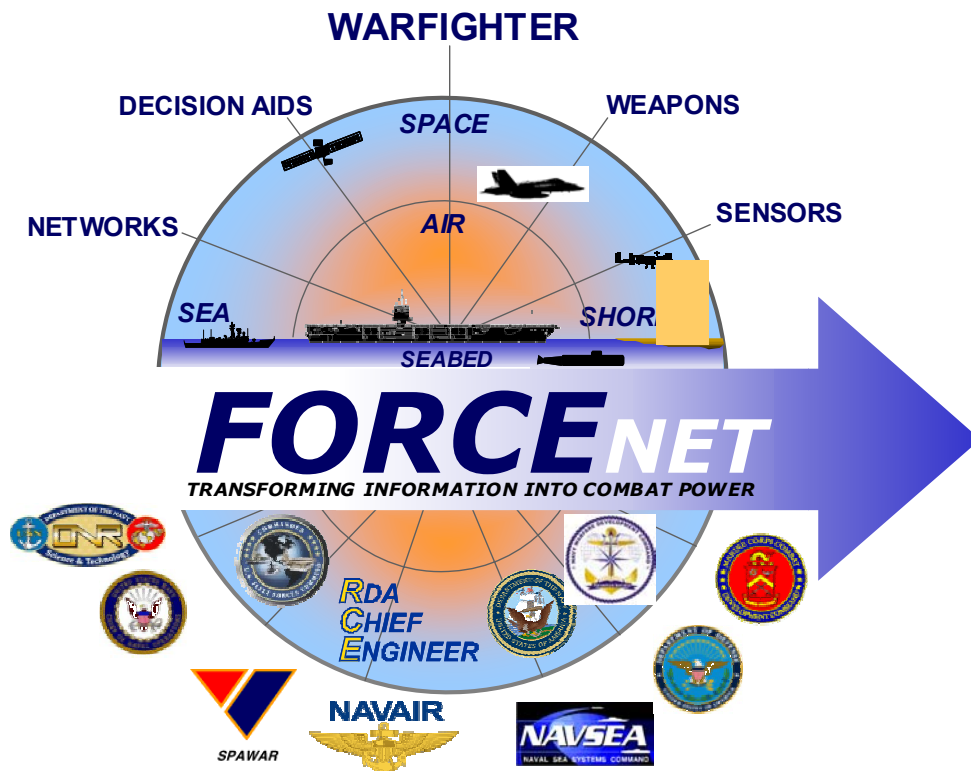


FORCEnet

The Catalyst for Transforming the US Navy



***National Defense Industrial Association
Strike, Land Attack, and Air Defense Committee
Annual Symposium***

25 April 2002

Introduction

“The current set of human resources policies and practices will not meet the needs of the 21st century if left unchanged.”

- DSB Task Force on Human Resources Strategy, February 2000

The objective of this brief will be to focus on the human centric portion of today’s warfighting capability

- Discuss warrior needs for FORCEnet
- Discuss the 21st century warrior

Holistic human resources strategy needed

FORCEnet Background

- **3 Strategic Studies Groups developed FORCEnet concept – SSG 18, 19, 20 – (21 in progress)**
- **CNO endorsed SSG-XX recommendations/roadmaps**
- **Formed Requirements FORCEnet Senior Leadership Team in N60/70 and ASN/RD&A**
- **Project EXCEL**
- **Formed N70X (FORCEnet) – FN Study Director**
- **Executive review of Naval training – ERNT**
- **Director/Deputy Director FORCEnet established**

FORCEnet is the catalyst for transformation

FORCEnet's Transformation Role

- **Navy has embarked on a strategic direction to deliver revolutionary combat capabilities through FORCEnet**
 - Navy's transformation enabler - accelerator - alignment agent
- **FORCEnet roles and deliverables**
 - *Fully netted human-centric combat force*
 - Sensors-networks-warfighter-weapons-decision aids
 - Leverage power of shared information and knowledge across the Maritime Maneuver Warfare Battlespace -> Space-to-Seabed & Sea-to-Shore
 - Enable battlespace dominance through comprehensive knowledge, focused execution, and coordinated sustainment shared across fully netted maritime, joint and combined forces
 - Define set of standing force modules with explicit capabilities, response times, readiness standards, and system of verification
 - Enable requirements alignment for legacy C2 Systems interoperability -> To achieve shared situational knowledge

Transformation is here to stay!

FORCEnet / Transformational Barriers

- Incorrectly and incompletely identified the Warrior competencies
- HR requirements are stovepiped
- Education is not emphasized

Human Resources

Acquisition

- Specifically focused on platform acquisition
- Interoperability—an unfunded requirement
- No mandate for human-centric design

- FORCEnet cannot be designed from the top-down
- Widening gap between operators and developers

Operations

Experimentation

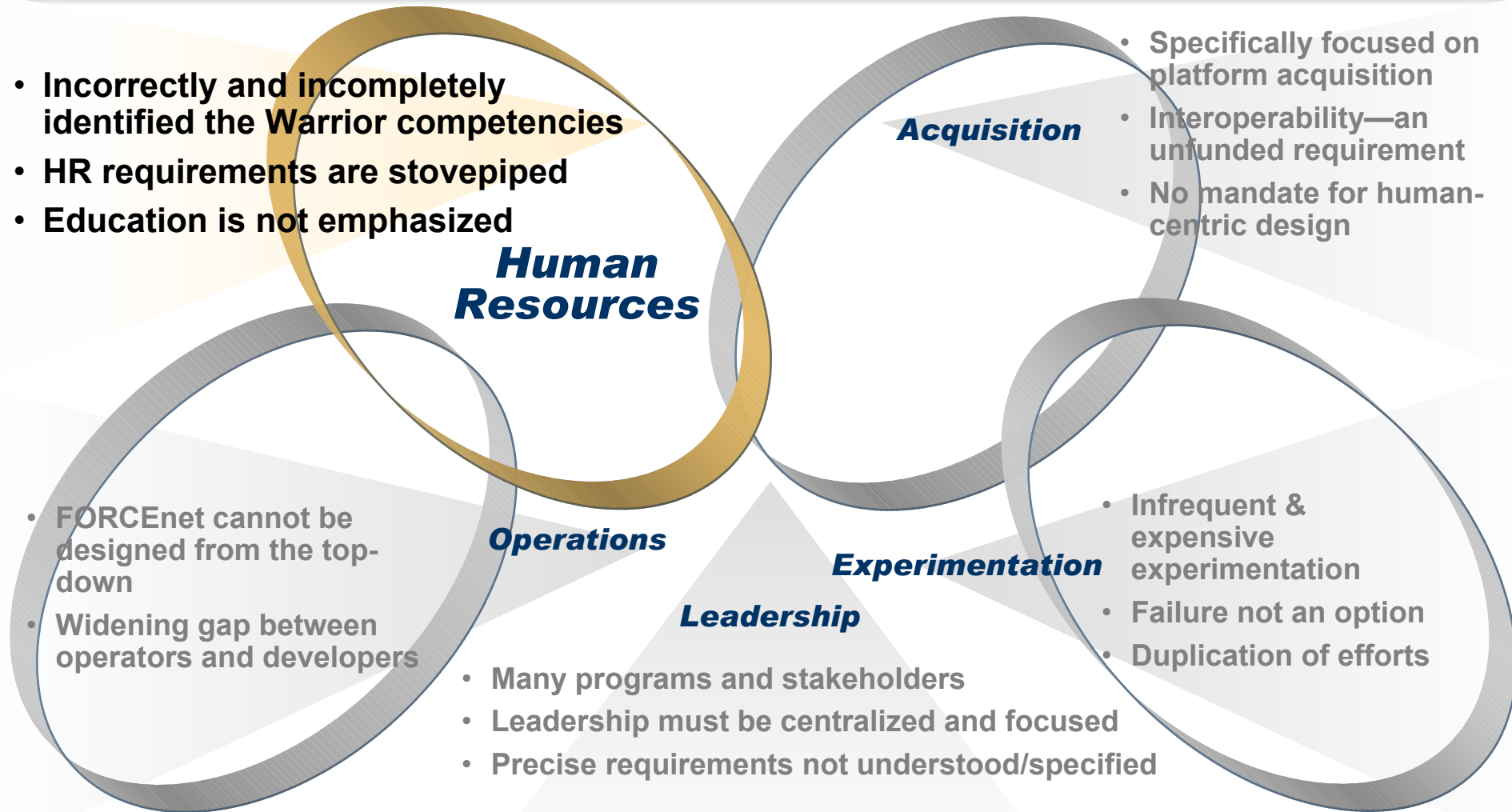
- Infrequent & expensive experimentation
- Failure not an option
- Duplication of efforts

Leadership

- Many programs and stakeholders
- Leadership must be centralized and focused
- Precise requirements not understood/specified

Change is required in all five areas

FORCEnet / Transformational Barriers



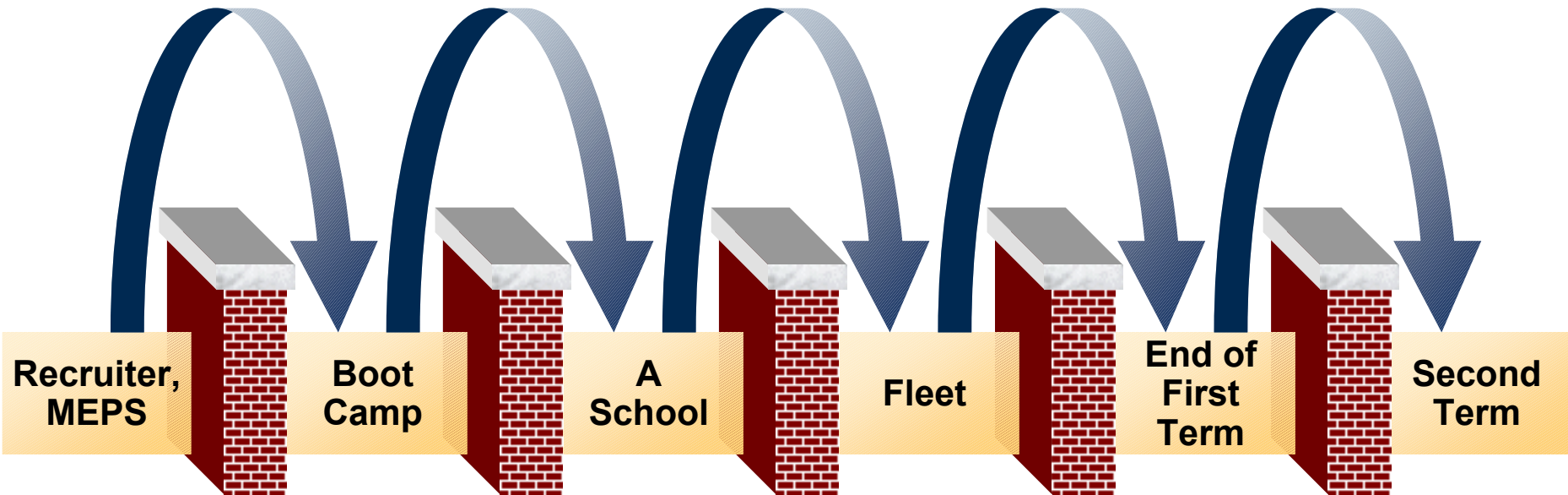
Change is required in all five areas

FORCEnet Warrior

- The 21st Century Warrior is all uniformed Active and Reserve naval personnel, who use sensors, networks, decision aids, weapons, and supporting systems as part of FORCEnet to accomplish the Navy's core missions
- These Warriors operate in a highly adaptive, human-centric, widely distributed environment
- The 21st Century Warrior will exploit existing and emerging technologies individually and through local and distributed teams to achieve dominance across the entire mission landscape with joint, allied and coalition partners

FORCEnet committed to the human component

Current Problems Stovepiped



Human Resources as well as hardware and technology must be transformational

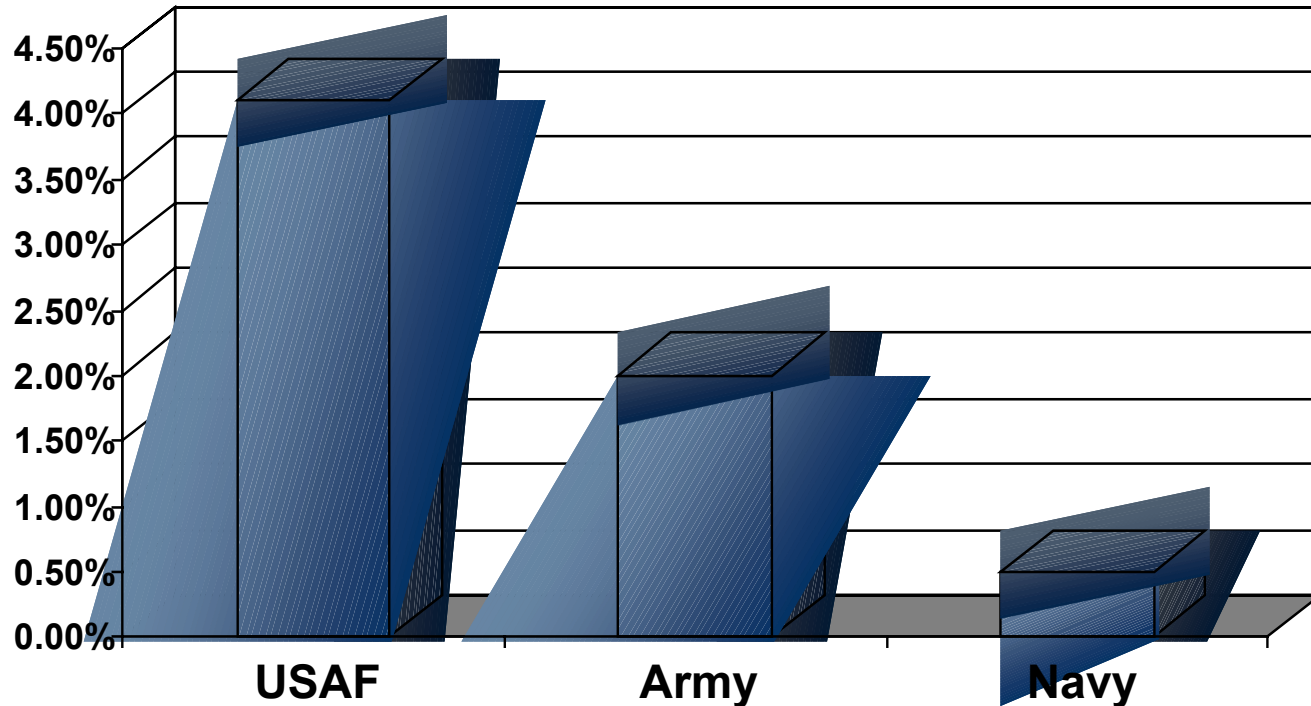
Climbing the Wall to Inefficiency

- **The result is a Sailor that is optimized at each step in the chain and is then thrown over the wall to the next organization**

In commercial industry this process is referred to as a suicidal manufacturing model

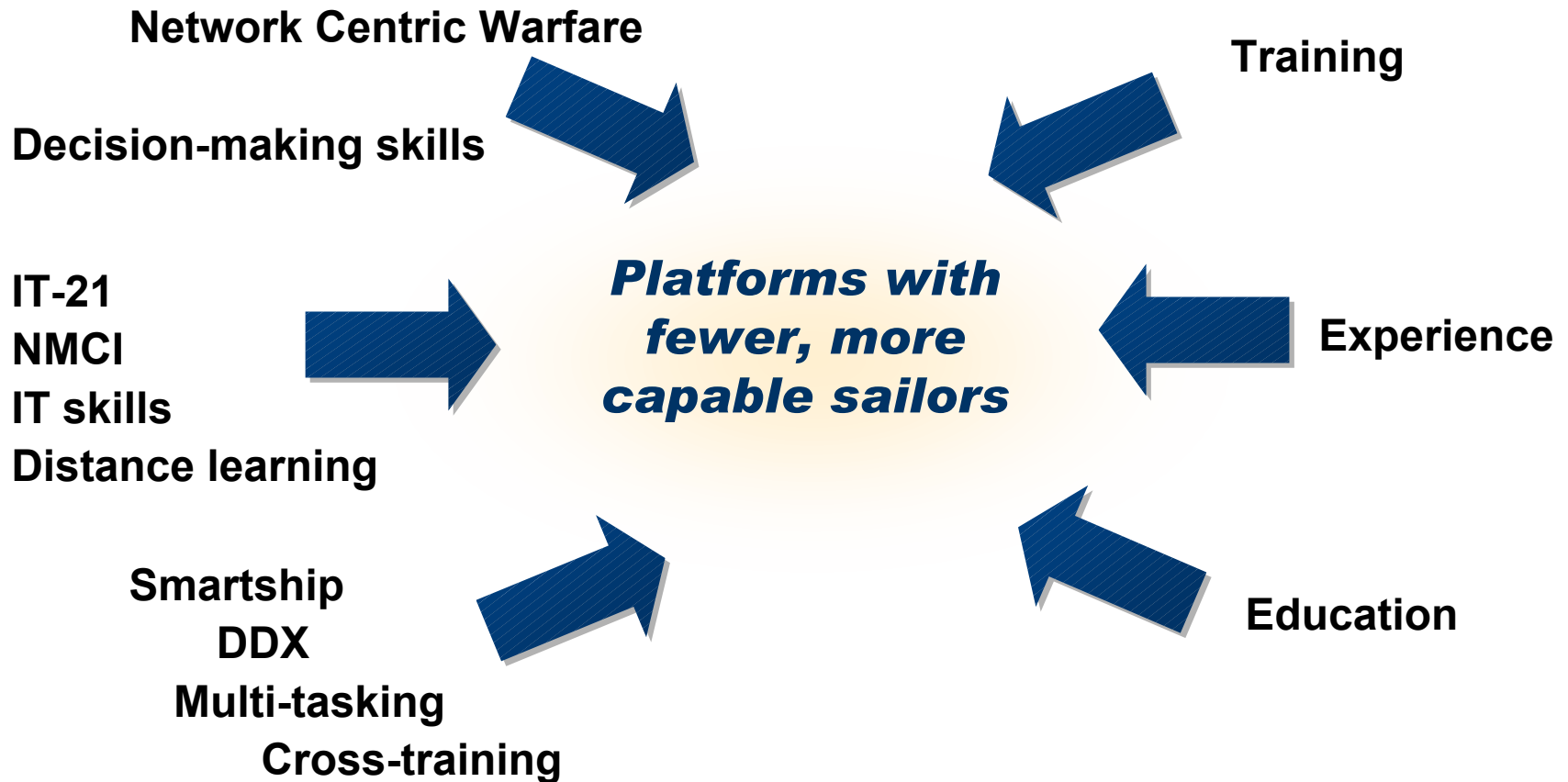
In-Service Education Horse Race

**Percentage of Service Members Earning an Associate Deg
in FY98-99**



The present education strategy provides educated ex-Sailors to private industry

Need For Education



Goal: Provide educated sailors to the Fleet

Transformational Education Roadmap

2002-2004	Expand CASH program to 450 billets Phase out Navy College Fund Pilot AA Degree Scholarship Program Pilot/start academic tours
2004-2006	Terminate Navy College Fund Start education pay Institute education advancement incentives Recruit 10% of force thru AA scholarship programs
2006-2008	Recruit 20% of force thru AA scholarship programs Associate degree requirement for E-7
2008+	Recruit 40% of force thru AA scholarship programs Baccalaureate degree after advancement to E-7

Goal: Remove stovepipes

Assumptions to Overcome Barriers

- Transform the Navy's organization
- Establish education as a Navy mission



- Strong ties established
- Responsive acquisition
- Incentives for optimizing interoperability
- Establish human performance as a key performance parameter

- Fleet input and buy-in
- See incremental victories and payoffs of FORCEnet

- Ownership of vision
- Credibility of warfighter
- Funding authority
- Sense of urgency

- Operational experimentation will be an essential reqmnt
- Build a little, test a little
- Focused, iterative and affordable process
- Strong links with operators and developers

Challenge ALL assumptions – CNO

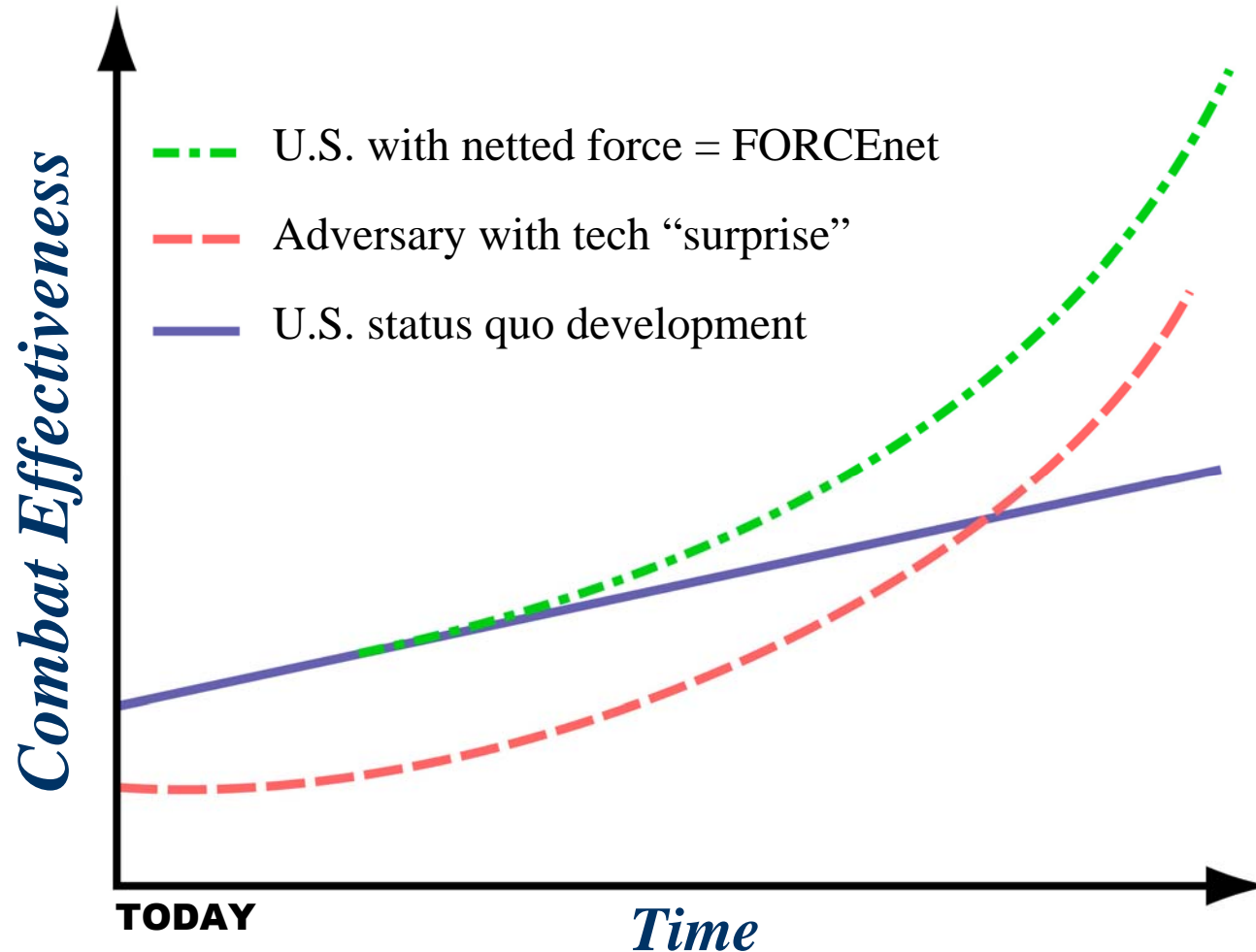
The FORCEnet Challenge

- Establish and fully resource a human resources leader to align personnel management with learning development
- Fund today and begin to move down the path to implement Knowledge Management and Enterprise Information Technology initiatives
- Adapt a Capability-Centric Design and Development process to make best possible use of the Navy's valuable human capital
- Implement education as a mission
- Advocate selected DoD-wide changes that will allow the Navy to compete successfully for people in today's world

Educating the Navy's warrior is an investment in their future and the future of the United States

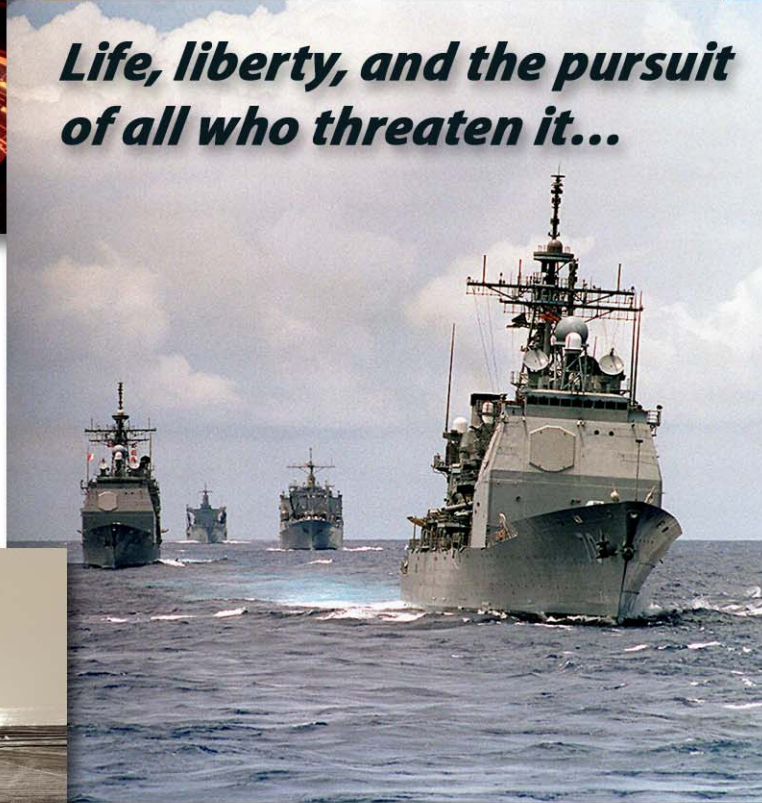
FORCEnet Value

Increase in Combat Effectiveness





***Life, liberty, and the pursuit
of all who threaten it...***



US Navy Photos

QUESTIONS?